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MODERN TRAINING IN FACILITY MANAGEMENT

Every crisis is innovative and raising up intellectual challenges for the society, government, science, education and rights. Usually, a lot of time is spending to deal with these challenges. The inertia is almost always bigger and stronger than the voluntary desire to change themselves, their behavior, techniques and ideas.

Education based on science allows us to understand what leadership by itself and for others. Establishing the Russian International Educational Center of Facility Management in cooperation with the Faculty of Economics and Management of the Ural State Forest Engineering University (FEU USFEU) is very timely. It meets the requirements of the times and already recognized and accepted trends not only in Europe.

Content, forms and types of education must be clear to potential student or client, and should include the calculation cycle technology, equipment, energy efficiency, support the development of the project, project implementation and other. Obviously, the issues are complex and not for all. They cause confusion and might lead to a blurring of the importance of professionalism and transparency for managing investments and other type of assets.

How to solve all the contradictions between the market capitalization, productivity and financial resources in times of great uncertainties? These can be solved only by applying an innovative approach. What is an innovation? What is the difference between the classical and innovative solutions and modern *service management company* (SMC)?

The education of facility manager as a leader and continuing education of staff of *Service Management Company* (SMC) are important factors for serious investors to whom companies make offers for providing services. For the potential serious customer of the Service Management Company the forms of management and control and the feedback are very important. The majority of investors are not the strategic owners; they want increase capitalization from quarter to quarter and usually don't want to know what will happen with their property after five or ten years. The tenant looks forward to long-term, high-quality and cost-effective tent conditions and for quality transparent service. Between these sides finds it-

self the *Service Management Company*. Ideally, it should stay in the center between all the parties involved and advancing the interests of the owner and the tenant in a balanced way. But despite the different positions of each of the party the *Service Management Company* should keep in mind the medium and long-term investment goals, which include, for example quality, price and last but not least also the liquidity of the object.

At this intersection of interests appears another question. What is the Facility Management in general, about which many of us have heard and I'm writing about?

Even in the so-called professional world there is no single definition of what the *facility management* stands for. Usually, *facility management* means the complex management of real estate. The English understanding of “property management” is one of the modern *facility management services*. Classic definition of *facility management* stands for the maintenance of real estate. A seriously organized *Service Management Company* of today provides also facility services to industrial complexes. The classical concept of *facility management* does not respond to current needs and reality. For an inexperienced person and to most investors it is not easy distinguishing differences between the various definitions. Therefore I consider it of a great importance to determine that management companies and organizations that offer integrated services with its own human and other resources (the Facility and Property Management, infrastructure management, etc.) are called *Service Management Companies (SMC)*.

SMC may offer classic and standard technical and commercial services, prepare and implement a variety of proposals, including those for infrastructure and other services. On the one hand in practice this means waiver of contractors. And from the other hand it increases the transparency and quality of business processes and management. It increases demands on management inside and outside of the *SMC* and its staff. The result is a more ecological, efficient and economic management, based on higher trust between the client and the *SMC*. This notion includes in itself social aspects of real estate, manufacturing and the optimal use of the real estate asset and the management under everlasting or even increasing uncertainty. Realistic forecast should be based on facts, not assumptions. There is a qualitative difference between prediction and forecast. A professionally prepared forecast includes serious work related to collection, reflection and analysis of a substantial amount of data. It helps to develop

profitable, innovative and motivated caring business, worth the slogan – “*be without fear on the alert*”. This approach allows us to develop and apply unique individual abilities of employees and create new competencies. Ultimately, such a company may be young as far as the practical work experience is concerned, but becoming a learning organization with modern management style and processes based for instance on cloud programming and understanding identity economics in business, it allows the client perceive the company as a real partner. Being able “to see” in real time what the company is doing, at no additional cost, the potential for non-objective argument can be minimized. The modern management and information system does exclude the involvement of own IT system administrator, paying license fee etc.

Consolidated trend of *Service Management Companies* shows that only clearly organized companies which are able to provide services by themselves have a chance to survive in the competitive field in Europe; Russia may follow so, too.

Serious foreign investors, if they get interested in the development of one of the many potentials of Russia, would not highly probably accept current practice of Russian's Management Companies. They would not understand the context of cultural, mentality and psychological stereotypes which are definitively substantially different to those in Europe. The foreign investor would prefer to sign a contract with a reliable partner or develop their management companies within the group. Examples of this can already be found in Russia. In the most extreme case, investors would arrange an additional independent control services provided by the local Russian Management Company.

As the project idea with its program stands for an educational center and is going to cooperate with the FEU USFEU it would need to develop and apply innovative approaches, techniques and solutions quite different to those applied within the standard educational processes. The project would also need to take into account the experience of facility management in Germany, not just the U.S. In the U.S. each person must be better, and usually it does not share experience and does not cooperate in European or even Russian understanding. It just competes. In Europe, including Germany, one can learn not only from the experience accumulated by the association GEFAM (German Association of Facility Managers) or the initiative of a group called “Die Moeglichmacher” (“All things are possible and can be solved”), and others. Experience of Facility Management

Companies in Germany shows that it is possible to save 25 to 30 % on the costs of maintenance, depending on the size and type of the object. According to the Institute for Applied Innovation Research located in Bochum, the share of service management companies in Germany's GDP reaches – 4–5%. Approximately 4 million people in Germany work in the field of facility management only. Foreign subsidiaries of German Management Companies have an annual turnover abroad over 1 billion Euros. Despite these facts, the facility management as an integrated service is in the initial stage of its development.

The Sverdlovsk region stands for a location in which a large number of industrial and manufacturing companies are based. Some of them are investing in Europe and other countries.

The Sverdlovsk region offers also a serious technical and scientific base with young people willing to work in a properly organized and transparently managed organization, companies. Should such a company offer a continuous improvement in technical, managerial, legal and administrative skills, cooperation with FEU USFEU could become a leader in this field. Enhanced by a rotation at home and abroad, all parties involved in this process and project would benefit and the Region's administration marketing effort may be pricelessly enhanced.

Modern Russian companies have been facing challenges not due to shortcomings of ideas or the development of new management style, or the use of innovation but above all due to the unwillingness to give up old habits. This is an old truth that one of the most challenging tasks in one's life is to give up old habits. The owner of the property or director of a modern *Service Management Company* should therefore understand that if they do not win today's battle for a change in attitudes and intellectual leadership, then they most likely will not be able to win such a battle in the future.

The proposed *Service Management Company* without which the work of the Russian International Educational Centre of Facility Management cannot properly perform according to its mission would need to consider and take into account some of the following issues:

- culture of high productivity and efficiency at all levels of the project development and realization: support at the design stage, construction, commissioning and set up of the operation of the facility management;
- simple and clear view of the future, to which all employees should agree; it should reflect the internal and external communication and

acting according to 3 “E” principles: ecology, efficiency and economy at all levels of the individual and the company;

- internal and external management of the *Service Management Company* should be based on principle of “cloud programming” ensuring transparency, confidentiality and ownership of information, minimizing leakage or copying of information, eliminating dependency on system administrators and at last but not least ensure the client an access for monitoring and control of the management company performance on his / her object in real time.

Meeting these criteria can help to answer questions like: What can I expect in the near future from my object? How to prepare myself and the object for future events so that I would not be surprised later? And many more.

I personally would like to emphasize that the exit from recession is not a way out of crisis. As we can observe, we are living in a turbulent times which may last a decade or even more. This is not all at all. We would have to live within a period of unsustainable growth, unstable macro-economy in unstable political and economic conditions. The period one described as: “World War III will not be, but there will be a war for peace, that a stone will not be left”.

Therefore the task of today is not to know what would happen or would not happen. The challenge for all involved is not even, to see what the other or others have not yet seen. My possible involvement in the proposed project includes the intention of promoting it in such a way that all the students, all members of staff of the proposed *Service Management Company* and its clients can be proud of *to think so as no one else has yet thought* about the obvious.

It can be assumed that the current financial and economic crisis would be followed by growth, though not immediately. But the crisis has once again confirmed old truth, that a growth based on unearned money and not linked to productivity can not be sustainable. Let the recent technological and other disasters remind us that we should not seek to manage assets, infra structures without educated and professionally trained people.

To win over the real or so called leaders one need to know them very well indeed. Only than a design and strategy for making a mistake by the leader(s) can be implemented or an alternative strategy using the knowledge of wind effect can be designed and implemented with every success: in terms of ecology, efficiency and economy.